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UNITED NATIONS POPULATION FUND

Report on the recommendations of the Joint Inspection Unit in 2013

Report of the Executive Director

Summary

In line with General Assembly resolution 59/267, this report provides a synopsis of UNFPA management responses to the recommendations of the Joint Inspection Unit (JIU) in five reports and notes, and draws attention to specific recommendations directed to the legislative organs of the United Nations system organizations. The present report focuses on the five JIU reports and notes relevant to UNFPA issued in 2013. Of the total 28 recommendations issued, 24 are relevant to UNFPA, of which 20 recommendations are addressed to UNFPA management and 4 to the legislative organs. The present report provides UNFPA management responses to the relevant recommendations and includes an update of the implementation status of recommendations contained in reports issued by the JIU in 2011 and 2012.

Elements of a decision

The Executive Board may wish to take note of the present report, especially those aspects of the JIU reports that have particular relevance to the work of UNFPA.

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List of abbreviations and acronyms

ECLAC	Economic Commission for Latin America and the Caribbean
HLCM	High Level Committee on Management
IATI	International Aid Transparency Initiative
ISWE	Independent System Wide Evaluation
JIU	Joint Inspection Unit
LTA	Long-term agreement
QCPR	Quadrennial comprehensive policy review
RAM	Records and Archives Management
RBM	Results based management
SLA	Service Level Agreement
UNCTAD	United Nations Conference on Trade and Development
UNDG	United Nations Development Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
WHO	World Health Organization

I. Overview of Joint Inspection Unit reports and notes

1. The present report provides a summary of UNFPA management responses to recommendations issued by the Joint Inspection Unit (JIU), included in five reports or notes which are relevant to UNFPA and were issued since the report of 2012 (DP/FPA/2013/3 (Part II)). The present document includes the recommendations directed to the UNFPA governing body. It also presents information on the feasibility study on the review of safety and security in the United Nations system organizations undertaken by the JIU in 2013. These reports and notes concern the following :

(a) Review of long-term agreements in procurement in the United Nations system (JIU/REP/2013/1);

(b) Records and archives management in the United Nations (JIU/REP/2013/2);

(c) Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work (JIU/REP/2013/3);

(d) Review of the management of implementing partners in United Nations system organizations (JIU/REP/2013/4); and

(e) Reference checks in the United Nations system organizations (JIU/NOTE/2013/1).

II. Synopsis and review of relevant Joint Inspection Unit reports and recommendations

2. The management responses to the relevant recommendations in the five JIU reports and notes, including the recommendations for consideration by the legislative body, are provided below. Annex 1 to the present report provides a statistical summary of reports and notes that are subject to the present reporting; annex 2 and annex 3 provide information on the implementation status of recommendations issued in 2012 and 2011 respectively; annex 4 contains an overview of the recommendations pertaining to the five reports and notes included in this report, relevant to UNFPA and directed to the governing body of UNFPA, together with the management responses; and annex 5 outlines the topics of relevance for UNFPA in the JIU work programme for 2014.

A. Review of long-term agreements in procurement in the United Nations system (JIU/REP/2013/1)

3. The review assesses the relevance, efficiency and effectiveness of the use of long-term agreements (LTAs) in the United Nations system. The scope of the evaluation included policies, practices and statistical data, types of LTAs, their advantages and disadvantages, available guidelines and strategies, the level of collaboration among United Nations organizations through LTAs, as well as good practices and lessons learned.

4. The review acknowledges that the use of LTAs was relevant and created monetary and non-monetary benefits in most organizations, including better administration of regular procurement services. The assessment identifies the need to view procurement as a strategic tool that facilitates the achievement of the United Nations goals, rather than as a transactional back-office function. The report further shares information on the types of LTAs, their advantages and disadvantages, as well as identifies good practices with respect to policy, strategy, contract management and how to optimize LTA use. It describes enhanced modalities for collaboration among the United Nations system organizations, identifies challenges and encourages further collaboration in the use of LTAs. The review also points out risks, especially the lack of LTA-specific policies and inadequate procurement planning, which, if not addressed, could affect the ability of organizations to strategically establish and manage LTAs as well as monitor and assess their outcomes.

5. The JIU report includes five recommendations, all pertinent to UNFPA, of which four are addressed to the Executive Director (recommendations 1, 2, 3 and 4) and one to the Executive Board (recommendation 5).

6. UNFPA supports, in principle, the findings and recommendations of the report, many of which have been incorporated (or are in the process thereof) in current LTA practices. In its procurement procedures and training modules, UNFPA already covers the purpose, advantages, disadvantages, possible strategies, main elements, types of LTAs, as well as their application (recommendation 1).

7. UNFPA agrees, in principle, that the procurement policy should ensure the development of a contract management plan for every LTA, with clearly defined steps in contract work management, clearly delineated roles and responsibilities for all parties involved, and appropriate control and accountability mechanisms, including adequate guidance and means provided to contract managers. Based on the experience of using an e-contract module and Service Level Agreements (SLAs) established for a number of LTAs, UNFPA is, however, of the opinion that managing SLAs is resource-intensive and should therefore be developed only for those LTAs with the highest risk of failure (recommendation 2).

8. UNFPA supports and has already pursued LTA opportunities collaboratively, by posting non-contraceptive procurement information on the United Nations Global Market website, which can be accessed by any organization, and by having in place interdivisional teams in New York and Copenhagen, to cover headquarter needs (recommendation 3).

9. Further, UNFPA actively contributes to furthering harmonization of procurement processes across the United Nations system through the High-level Committee on Management (HLCM) Procurement Network. UNFPA co-chaired Phase 1 of this project and is now chairing Phase 2. In 2012, UNFPA was the first United Nations organization to meet all policy requirements of the HLCM Working Group for joint procurement activities and remains the only one to date (recommendation 4).

10. UNFPA is committed to supporting the Executive Board in exercising its oversight role on the procurement function and activities, to ensure that the procurement function plays its strategic role that procurement activities, including LTAs, are based on sound plans and strategies (recommendation 5).

B. Records and archives management in the United Nations (JIU/REP/2013/2)

11. The objectives of the review were: (a) to assess whether or not the current set of United Nations policies and procedures, and the related organizational arrangements in place, provide the conditions for effective records and archives management (RAM) at headquarters as well as in the

field (where applicable); and (b) to identify the areas requiring improvement of existing records and archives management practices.

12. This report emphasizes that RAM is an essential component of good governance and a prerequisite for efficient administrative processes. It argues that it is also a source of benefits in terms of substantive activities and financial savings. The review discloses that, in most United Nations organizations, current policies, procedures and organizational arrangements provide no conditions for effective RAM, neither at headquarters nor in the field; arrangements also are fragmented and there is an inconsistent implementation of policy principles. Further, a major issue is the absence of management of digital records, including e-mail messages, which exposes all entities to serious risks in terms of integrity, security and authenticity, at present and in the future, when these may constitute the sole basis of institutional memory.

13. The report makes six recommendations, all of which are pertinent to UNFPA; five are addressed to the Executive Director (recommendations 1, 2, 3, 4 and 5) and one to the Executive Board (recommendation 6).

14. To address the current situation and as a way forward, the JIU calls for a long-term corporate commitment to RAM standards at the highest level of an organization, both from Member States and senior management. The report recommends updating and consolidating the RAM regulatory frameworks into a comprehensive set of principles, rules and practice-oriented procedures covering the whole life cycle of recorded information (recommendation 1). It also calls for corporate-wide RAM programmes that are strictly applied and monitored effectively, that are sustained by a network of qualified persons and for which sufficient training is provided to each category of stakeholders (recommendations 2, 3, 4 and 5). The report further recommends elaborating a coherent project for implementing RAM within each organization, or jointly, taking into consideration the findings, conclusions and recommendations of the JIU report (recommendation 6).

15. UNFPA welcomes the report and generally agrees with all recommendations to strengthen the RAM process, in order to improve governance, increase accountability and transparency and enhance knowledge management, including better preserving institutional memory, leading to more efficient and strengthened decision-making and risk management.

C. Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work (JIU/REP/2013/3)

16. The review assesses the operation of the present selection and appointment processof the United Nations Resident Coordinators and the effectiveness and efficiency of the related institutional support mechanisms to this process, including the preparation, training and support provided for their work.

17. The review acknowledges that the established selection and appointment framework became a more predictable, inclusive, participatory inter-agency process, with clear separation of the phases for assessment, selection and appointment. Significant improvements have been observed with regard to the quality and composition of the Resident Coordinators in terms of gender, geography and organization of origin. The work of the Resident Coordinator Assessment Centre has been

recognized as an objective, impartial and highly professional competency-based examination and quality-control measure, which adds to the fairness, objectivity and transparency of the selection process. However, it requires some fine-tuning. The quality of training and learning resources provided to new Resident Coordinators is also stressed, as is the need for continuous learning for existing Resident Coordinators.

18. The JIU Inspectors identified several areas of improvement: (a) establishing long- term targets as regards diversity in North-South balance and organization of origin in Resident Coordinator composition; (b) developing and implementing appropriate guidelines for the identification, screening and preparation of potential Resident Coordinator candidates by the respective Human Resources Management offices of the United Nations Development Group (UNDG) entities; (c) ensuring a more open nomination process for candidates who are already in the Resident Coordinator pool; (d) addressing the possibility of incorporating interviews of shortlisted candidates; and (e) changing the present voting system through establishing a minimum required number of support votes for a candidate to be shortlisted for consideration by the UNDG Chair.

19. Of the three recommendations issued, two are relevant to UNFPA and are addressed to the Executive Director (recommendations 2 and 3). One recommendation is addressed to the General Assembly (recommendation 1).

20. UNFPA welcomes the important issues disclosed in the report and is committed to continued improvement in the Resident Coordinator recruitment process. Although UNFPA plays a comparatively small role in the Resident Coordinator system, the findings and conclusions provided in the JIU report will nourish UNFPA work on the United Nations system reform and coherence. UNFPA supports recommendations 2 and 3.

21. UNFPA has, however, some reservations regarding recommendation 1. The intention of setting targets regarding diversity in North-South balance and organization of origin in the composition of Resident Coordinators is appreciated. UNFPA is of the view that the quality of candidates should be the first consideration for selection, followed by geographic origin; it is also expected that measures to "grow Resident Coordinator talent" be in place, with an emphasis on under-represented geographical areas. Further, UNFPA is of the opinion that the Resident Coordinator selection should be independent of the size of the operational activities of the organization of origin and its willingness to bear the cost.

22. Regarding the conclusion to incorporate training costs of Resident Coordinators into the operational costs of the Resident Coordinator system to be absorbed by the United Nations development system as a whole, UNFPA is concerned that cost-sharing can become an issue given the current difficulties in gathering sufficient pooled funds to cover the operational costs of Resident Coordinator offices. UNFPA agrees with the JIU that the cost-sharing arrangement can be determined in the longer term; yet the organizations should be given an opportunity to agree on the appropriate formula, also taking into consideration the results and lessons learned of the newly introduced cost-sharing system as at 1 January 2014.

D. Review of the management of implementing partners in United Nations system organizations (JIU/REP/2013/4)

23. The report focuses on partnerships involving the transfer of United Nations resources to implementing partners for the execution and implementation of programme activities. These partnerships with public and non-public entities have become essential for most United Nations system organizations in pursuing their mandates, with a significant volume of United Nations resources entrusted to these partners. The report reviews the methods used by the United Nations system organizations to select and manage implementing partners; it identifies strengths and weaknesses in practices in place, and explores areas for further improvement.

24. The review finds that a number of the United Nations system organizations lack a strategic framework on partnerships and have adopted ad hoc and incoherent approaches in engaging with implementing partners and ensuring that funds allocated to implementing partners have been used efficiently, for intended purposes, and with minimal risk of fraud, corruption and mismanagement. The review further discloses the limited sharing of information and cooperation related to implementing partners among the United Nations system organizations at the country and headquarters levels. The review further observes that host government entities are major partners for the United Nations system organizations in line with the Paris Declaration on Aid Effectiveness, the Rome Declaration on Harmonization and relevant United Nations General Assembly resolutions.

25. Of the 12 recommendations contained in the report, 11 are of relevance to UNFPA; 9 are addressed to the Executive Director (recommendations 1, 2, 4, and 6 to 11), and 2 to the Executive Board (recommendations 3 and 5).

26. The report points out the need for enhancing strategic approaches and coherence in engaging with implementing partners; for clarifying the various partnership modalities and the governance thereof; and for improving financial and management data on resources spent for implementing partners, including making such data more transparent to legislative bodies (recommendations 1, 2 and 3). With a view towards further strengthening national execution and national implementation in the delivery of programmes for sustainable development, the report suggests that a system-wide study be commissioned to take stock of the effectiveness and impact of implementing partner-related approaches, initiatives and systems to strengthen national capacities and promote national ownership (recommendation 5). The JIU emphasizes the importance of effective selection and management of implementing partners, such as in-depth assessments of their capacities, sound legal agreements in place that safeguard United Nations interests, risk-based monitoring and reporting, pro-active training of implementing partners, robust audit and evaluation arrangements, and improved fraud awareness and prevention (recommendations 4 to 10). The report recommends strengthening inter-agency cooperation and sharing information on implementing partner issues, both at the country and the headquarters levels (recommendations 11 and 12).

27. UNFPA welcomes the report and supports most of its conclusions. UNFPA made great strides in improving its management of implementing partners. Through the joint work of the UNFPA management and programme divisions, UNFPA continues to improve in the areas of implementing partner assessments and harmonizing business processes and legal agreements. Work is also under way on consolidating implementing partner-related information through improving existing systems, such as the UNFPA enterprise resources planning system (Atlas), and other

tracking systems. UNFPA further provides guidance to country offices on cooperation and information-sharing within the United Nations country teams and participates in relevant inter-agency initiatives at the headquarters level.

28. UNFPA notes several areas in which the recommendations could have been strengthened. Organizations would benefit more from including partnerships in their respective strategic plans (and integrated results frameworks) rather than creating a separate strategic framework. Improving the availability of key data on implementing partners would also be more effective if, in order to ensure data comparability across organizations, the executive heads would agree on the format and information provided (definition and type), possibly through establishing a common data standard, similar to those defined for the International Aid Transparency Initiative (IATI).

29. UNFPA concurs with the risk-based approach for monitoring programmes and projects delivered by implementing partners. However, the critical relation between monitoring capacity (both resources and expertise) at the country level and the number of implementing partners and respective expenditure volume to be monitored should be better stressed. Regarding the auditing of funds transferred to implementing partners, UNFPA management has put strong controls in place with its national execution audit process. UNFPA considers it better for each organization to define the role of its internal auditors regarding implementing partners, taking into account each organization's business model, risk management process and available resources. UNFPA concurs that investigators should have the authority to investigate allegations of wrongdoing related to implementing partners, within available resources.

E. Reference checks in the United Nations system organizations (JIU/NOTE/2013/1)

30. This note, which complements the findings of the previous JIU reports and notes on staff recruitment, presents an assessment of the efficiency and effectiveness of the reference checking process in the United Nations system. The Inspectors identified a lack of instruments guiding recruiters in conducting reference checks; unclearly defined responsibility lines; and a lack of information and training for the various actors involved in the process. Further, they found that the checks were not appropriately conducted, that their results were not properly documented and stored, and that the recruitment process was often completed without any reference checking having been previously concluded.

31. The note defines six benchmarks to help enhance, standardize and harmonize reference checks across the system: specific and detailed guidance and requirements on how to conduct and document reference checks to be included in the written recruitment policies and guidance (benchmark 1); clearly assigned roles and responsibilities for all actors involved (benchmark 2); mandatory reference checks for all external candidates hired for fixed-term positions or for one year or more (benchmark 3); completion of the reference check in a comprehensive and timely manner, in writing, from the recommendation stage of the selection process, using different types of checks (benchmarks 4 and 5); and duly recorded review and certification of the outcomes prior to finalizing a recruitment process (benchmark 6).

32. The note contains two recommendations; one is pertinent to UNFPA (recommendation 1) and one is addressed to the Chief Executives Board for Coordination (recommendation 2).

33. UNFPA supports the need for a thorough reference checking process across the United Nations system and already fulfils most benchmarks. Reference checking is conducted for candidates for international professional posts, and for support staff based in headquarters, as well as for senior-level positions. The manager of the relevant office conducts the reference checking for national staff recruitment. UNFPA agrees with and will review the possibility of issuing written guidelines on reference checking; however, it has reservations concerning the legal ramifications if written policies are not strictly adhered to (recommendation 1). UNFPA also welcomes the idea of creating a system-wide entity specialized in reference checking and suggests that such an entity be established in a low-cost location (recommendation 2).

F. Feasibility study on the review of safety and security in the United Nations system organizations

34. The objective of the study[1] was to assess the feasibility and possible scope for a review of the issues relating to the United Nations staff safety and security. The Inspectors concluded that a review of this topic was of high interest among both Member States and the JIU participating organizations. The JIU considered two possible options: (a) to narrow the scope to the work of the United Nations Department of Safety and Security, or (b) to conduct a larger scale and scope review in a follow-up to the 2008 report SG/SM/11656 entitled, "Towards a Culture of Security and Accountability", authored by the Independent Panel on Safety and Security of United Nations Personnel and Premises Worldwide. UNFPA provided information on safety and security to the JIU, to inform its feasibility study. The Inspectors communicated their decision to pursue the second option, as part of their work programme for the year 2014. UNFPA will support their work as necessary.

III. Status of UNFPA implementation of Joint Inspection Unit recommendations issued during 2011-2012

35. In accordance with United Nations General Assembly resolution 60/258, requesting the JIU to enhance dialogue with participating organizations and thereby strengthen the implementation of its recommendations, the JIU requested information on the follow-up to recommendations issued in 2012 and 2011. Annexes 2 and 3 of the present report provide an update of the implementation status of these recommendations.

36. Of the 38 recommendations issued by the JIU in 2012 that are relevant to and accepted by UNFPA, 9 recommendations (24 per cent) had been implemented by December 2013. Similarly, of the 58 recommendations issued in 2011 and relevant to UNFPA, 54 recommendations (93 per cent) had been implemented at the same date. Furthermore, as indicated in annexes 2 and 3, after review by the end of 2013, some recommendations issued in 2012 and 2011were deemed not relevant in view of the current UNFPA organizational structure or operations modality; they were therefore indicated as such. Further details are provided in the web-based JIU follow-up system accessible to Member States.

37. UNFPA is committed to following up on the implementation of the .emaining recommendations relevant to UNFPA and to continuing its contribution to the various JIU initiatives in the future.

[1] No report or note was issued.

Annex 1 - **Summary of reports and notes issued in 2013**

Report symbol	Report name	Total recommendations	Relevant to UNFPA	Recommendations directed to the Executive Board
JIU/REP/2013/1	Review of long-term agreements in procurement in the United Nations system	5	5	1
JIU/REP/2013/2	Records and archives management in the United Nations	6	5	1
JIU/REP/2013/3	Selection and appointment process of the United Nations Resident Coordinators, including preparation, training and support provided for their work	3	2	0
JIU/REP/2013/4	Review of the management of implementing partners in United Nations system organizations	12	11	2
JIU/NOTE/2013/2	Reference checks in the United Nations system organizations	2	1	0
Total for 2013		**28**	**24**	**4**

JIU reports, notes issued in 2013, not relevant to UNFPA:
JIU/NOTE/2013/2 Review of management and administration in the Economic Commission for Latin America and the Caribbean (ECLAC)

JIU study completed, relevant to UNFPA, contains no specific recommendations:
Feasibility study on the review of safety and security in the United Nations system organizations

Annex 2 - **Status of implementation of JIU recommendations issued in 2012 as of December 2013**[2]

Report symbol	Report name	Total recommendations	Relevant to UNFPA[3]	Implemented/ ongoing	Partially implemented/to be started
JIU/REP/2012/2	The management of sick leave in the United Nations system	7	6	2	4
JIU/REP/2012/4	Staff recruitment in the United Nations system organizations	4	3	2	1
JIU/REP/2012/5	Review of individual consultancies in the United Nations system	13	12	0	12
JIU/REP/2012/8	Enterprise resource planning systems in United Nations system organizations	4	3	0	3
JIU/REP/2012/9	Lump-sum payments in lieu of entitlements	5	4	3	1
JIU/REP/2012/11	Financing for humanitarian operations in the United Nations system	8	5	0	5
JIU/REP/2012/12	Strategic planning in the United Nations system	5	4	2	2
JIU/NOTE/2012/4	Flexible working arrangements in the United Nations system organizations	5	1	0	1
Total for 2012		**51**	**38**	**9**	**29**

[2] **JIU reports issued in 2012 and 2013, not relevant to UNFPA:**
JIU/REP/2012/13 Review of Management and Administration in the International Atomic Energy Agency (IAEA)
JIU/REP/2012/10 Staff–Management relations in the United Nations specialized agencies and common system
JIU/REP/2012/7 Review of Management and Administration in the World Health Organization (WHO), Part I
JIU/REP/2012/6 Review of Management and Administration in the World Health Organization (WHO), Part II
JIU/REP/2013/3 Evaluation of UN-Oceans
JIU/REP/2013/1 Review of Management and Administration in the United Nations Conference on Trade and Development (UNCTAD)

[3] The number of recommendations reported herein was revised after the review of implementation progress as of 3 December 2013 (details are provided available in the web-based JIU follow- up system).

Annex 3 - **Status of implementation of JIU recommendations issued in 2011 as of December 2013**[4]

Report symbol	Report name	Total recommendations	Relevant to UNFPA[5]	Implemented/ ongoing	Partially implemented/to be started
JIU/REP/2011/1	Medical service in the United Nations system	7	0	0	0
JIU/REP/2011/3	South-South and triangular cooperation in the United Nations system	12	1	0	1
JIU/REP/2011/4	Multilingualism in the United Nations system organizations	15	8	7	1
JIU/REP/2011/5	Accountability frameworks in the United Nations	7	5	5	0
JIU/REP/2011/6	Business continuity in the United Nations system	9	7	6	1
JIU/REP/2011/7	The investigation function in the United Nations system	8	7	7	0
JIU/REP/2011/9	Information and communication technology (ICT) governance in the United Nations system organizations	11	10	10	0
JIU/REP/2011/10	Staff -management relations within the United Nations	6	4	3	1
JIU/NOTE/2011/1	Procurement reforms in the United Nations system	18	16	16	0
Total for 2011		**93**	**58**	**54**	**4**

[4] **JIU reports issued in 2011, not relevant to UNFPA:**
JIU/REP/2011/2: Transparency in the selection and appointment of senior managers in the United Nations secretariat.
JIU/REP/2011/8: Review of management and administration in the United Nations Educational, Scientific and Cultural Organization (UNESCO).
JIU/REP/2011/11: Evaluation of the scope, organization, effectiveness and approach of the work of the United Nations in mine action.

[5] The number of recommendations reported as 'relevant for UNFPA' was revised after the review of implementation progress as of December 2013 (details are available in the web-based JIU tracking system).

Annex 4 - Review of relevant Joint Inspection Unit recommendations in 2013 for consideration by the Executive Board

Recommendations	Management comments
JIU/REP/2013/1 Review of long-term agreements in procurement in the United Nations system	
#5: The legislative/governing bodies should exercise their oversight role on the procurement function and procurement activities with a view to ensuring that the procurement function adequately fulfils its strategic role and those procurement activities, including LTAs, are carried out based on sound procurement plans and strategies.	Supported.
JIU/REP/2013/2 Records and archives management in the United Nations	
#6: The General Assembly and the other legislative bodies of the United Nations entities covered by this report should request the Secretary-General and the other executive heads to present an elaborated corporate project proposal to enhance records and archive management within their respective entities, or jointly, taking into consideration its findings, conclusions and recommendations.	Supported.
JIU/REP/2013/4 Review of the management of implementing partners in United Nations system organizations	
#3: The legislative bodies of the United Nations system organizations should direct each executive head of their respective organizations to prepare and submit to them, as appropriate, an organization-specific comprehensive strategic framework for partnerships, inclusive of implementing partners. The framework should be accompanied by any resource implications to operationalise it.	Under consideration. It would be advisable to include partnerships in each organization's strategic plan and integrated results framework, instead of having a separate framework.
#5: The General Assembly, in the context of the Quadrennial Comprehensive Policy Review (QCPR) and in line with the development of a common framework by the United Nations development system for measuring progress in capacity development, should commission a system-wide study to take stock of the effectiveness and impact of United Nations implementing partner-related approaches, initiatives and systems in place to strengthen national capacities and promote national ownership in the delivery of programmes, projects and activities for sustainable development.	Supported.

Annex 5 - **Programme of work of the Joint Inspection Unit for 2014 as related to UNFPA**

Following system-wide consultations and suggestions, the Joint Inspection Unit identified ten new topics in its Programme of Work for 2014. Of these, all but two are of interest to UNFPA and will be actively supported. The list is included below.

Item	Title	Type
1.	Review of Safety and Security in the United Nations system organizations	System-wide
2.	System-wide review of Results Based Management (RBM) in the United Nations system: Development of maturity matrix and methodology for review of RBM in 2015 (Phase 1)	System-wide
3.	Review of public information policies and practices in the United Nations system	System-wide
4.	A comprehensive review of activities and resources allocated to climate change within the United Nations system	System-wide
5.	Benchmarking framework for management and administration reviews in the United Nations system organizations	Non-report
6.	Contract management and administration	System-wide
7.	Review of the system-wide implementation of full and productive employment and decent work for all	System-wide
8.	Support to Independent System Wide Evaluation (ISWE) – Start-up	Non-report